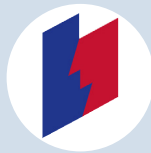


Utah Jobs for Veterans State Grant



Utah Modification Plan

Utah Department of Workforce Services
Fiscal Year 2015 — Fiscal Year 2019
Submitted August 2014



State Veterans' Program Plan Narrative

EMPLOYMENT OUTLOOK FOR VETERANS

Over the last several years, Utah has outperformed a sluggish national economy. Absent any significant deterioration in the macro-economic environment, this trend is expected to continue. Still, it is important to recognize that the state's economy is not completely insulated from exogenous pressures.

Improvement in the state's labor market will continue during the coming 12 months. Job growth, at 3.1 percent in 2014, will be near but slightly below the state's long term average. This growth has brought down Utah's unemployment level to 3.5 percent in June of 2014.

Recent news that Hill Air Force Base was chosen to house the new F-35 Joint Strike Fighter bodes well for the future of defense-related activity in Utah. The nation's first operational fleet of the new jet will be located at Hill Air Force Base where maintenance and support are already present. Construction on the base has started and will continue for the foreseeable future. The Clearfield Employment Center works closely with Hill Air Force Base to supply them with the highly skilled candidates that they need with an emphasis on veterans.

We expect the demand for State and local government workers to remain low over the next few years. DWS Workforce Development Specialists have a list of federal contractors and will monitor the federal agencies in Utah to make sure that all of the job placement staff, including the DVOPs, are aware of any major projects.

Utah's favorable demographic profile, continued labor market improvements and particularly dynamic sectors as technology, energy and medical research will fuel growth. Another key area, housing, will contribute to growth during the coming year. Additionally, as companies look to guard their bottom line amid an uncertain atmosphere, Utah's stable and low-cost business environment will continue to support existing operations and attract new businesses and capital.

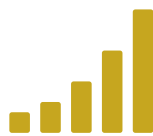
We are expecting that the overall workload in providing services to veterans will increase for the foreseeable future for a number of reasons. First, we expect to see an increase in the number of disabled

Utah's stable and low-cost business environment will continue to support existing operations and attract new businesses and capital.



veterans seeking services as a result of soldiers that are being injured in the war on terrorism. At the same time we expect that the number of National Guardsmen and Reservists that qualify under the Department of Labor definition of a veteran will increase because of the large number of personnel from Utah that have been called to active duty. We expect that many of these new veterans will be in need of intensive services due to their combat related experiences and disabilities.

We are also seeing larger numbers of regular armed forces personnel cycle through the services. Most of these troops will attend the Transition Assistance Program and many that are retiring or that have completed long-term enlistments will have spouses that may be in need of intensive services. For those that are leaving military service that choose to remain or return to Utah, it is imperative that they get labor market information relative to the Utah economy.



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Finally, from time to time the military encourages certain members of the armed forces to leave the military early. Each branch of the Armed Forces evaluates which occupational specialties it will need in the near future. Service members that don't have these occupational skills are encouraged to leave the military; many of them are not fully qualified in a particular occupation and will need additional training to get good jobs.

DWS is aware of these problems and the need for intensive services. We have implemented pathways in each American Job Center, known as Employment Centers in Utah, designed to identify veterans and eligible spouses and get them to the service provider that is best equipped to help solve their problem.

Disabled Veteran Outreach Program (DVOP) specialists will case manage veterans with barriers to employment with emphasis on veterans and eligible others who have a significant barriers to employment (i.e. disabled veterans, homeless veterans, veterans leaving correctional facilities, etc.) or are between the ages of 18 and 24. Every Employment Center has a DVOP specialist assigned as indicated in the Staffing Directory attachment. For those Employment Centers where a DVOP specialist is not permanently stationed, managers are aware that they should communicate with their assigned DVOP specialist for technical assistance in solving problems for veterans. More complex problems are forwarded to the state level for technical assistance and referral to other service providers that have the expertise to solve the specific problem. ***Networking with all possible service providers ensures that each veteran will receive the best services available.***

TARGETING SERVICES TO VETERANS WITH SIGNIFICANT BARRIERS TO EMPLOYMENT (SBE)

Utah has identified the following significant barriers to employment (SBE). If an eligible veteran or eligible spouse has one of these SBEs and requires intensive services to obtain or retain employment, they are served by the DVOP specialists in accordance with the most recent federal guidance.

1. Disabled Veteran

DWS defines a disabled veteran as a special disabled or disabled veteran who 1) is entitled to compensation or, but for the receipt of military retired pay, would be entitled to compensation under the laws administered by the United State Department of Veteran Affairs (VA), or 2) was discharged or released from active duty because of a service-connected disability.

DWS has assigned a full-time DVOP specialist to serve as the Intensive Services Coordinator (ISC) with the VA's Vocational Rehabilitation and Employment (VR&E) Office in Salt Lake City to serve the needs of all shared veteran customers. The ISC provides services on-site four days a week, attends the VR&E Counselor Team meetings, and tracks all referrals for services from VR&E to DWS.

Additionally the ISC:

- Provides an overview of DVOP services during the weekly VR&E Orientations,
- Screens and refers veterans to DWS programs and services,
- Assists with VR&E's Initial Rehabilitation Planning by providing labor market information on potential employment goals and coordinating apprenticeship and on-the-job training placements,
- Refers veterans to the local DVOP specialists for employment services when employment is needed during the implementation and completion of the Rehabilitation Plan.


The partnership between VR&E and DWS is governed by a Memorandum of Understanding. Additionally, DWS provides operational guidance to the local DVOP specialists regarding the provision of services to all VR&E referrals.

Additionally, all eligible veterans and eligible others have the opportunity to self-identify upon initial contact with DWS, or at any time thereafter, as a disabled veteran. For self-attestation, the DWS worker has been trained to identify the level of services that the individual needs and to determine if the level of services qualifies as an intensive service before the individual is referred to the local DVOP specialist. If the level of services needed is other than intensive services, the DWS worker has been trained to either assist the veteran or refer the veteran to the appropriate internal and external resources.

2. Homeless Veteran

DWS defines a homeless veteran as one who either lacks a fixed, regular, and adequate nighttime residence, or has a primary nighttime residence that is a public or privately operated shelter for temporary residence, or has a primary nighttime residence that was not designed or ordinarily used for regular sleeping accommodations. The number of homeless veterans in Utah has decreased dramatically over the past eight years; eligible veterans and eligible others remaining homeless still have a need for intensive services to obtain employment.

The number of homeless veterans in Utah has decreased dramatically over the past eight years.


74%
drop in chronic homeless
in Utah since 2013.

Utah is recognized nationally for its efforts in reducing the numbers of chronically homeless individuals, including homeless veterans.

Local homeless shelters and/or service provider locations are highly encouraged as an outreach activity site for all DVOP specialists. Several of the larger homeless shelters have DVOP specialists who provide outreach activities on-site on a scheduled basis.

DWS allows a homeless veteran job seeker to self-declare their homelessness status when registering for services. DWS is able to track the services provided to homeless veterans once they are so identified.

Utah is recognized nationally for its efforts in reducing the numbers of chronically homeless individuals, including homeless veterans. Utah organized a Homelessness Coordinating Council in 2005, which developed the 10 Year Plan to End Homelessness in Utah. Chronic homeless in Utah has dropped 74% since that time through the end of 2013. Jon Pierpont, DWS Executive Director has been a member of the statewide Homeless Coordinating Council from its inception.

3. Recently Separated Member — Long-Term Unemployed

A recently separated member (RSM) is defined by DWS as a veteran job seeker who has registered for services within 36 months of their military service separation date and/or their release from active duty service. Veterans' Program Letter 03-14 defines this SBE as a RSM who at any point in the previous 12 months has been unemployed for 27 or more consecutive weeks.

DWS maintains active relationships with the Utah National Guard and Reserve units throughout the state to ensure that returning services members are greeted and provided information regarding the employment services available to them. DWS also attends and participates in statewide veteran organizations to coordinate the provision of services, including employment services, to returning men and women service members.



DWS maintains active relationships with the Utah National Guard and Reserve units throughout the state to ensure that returning services members are greeted and provided information regarding the employment services available to them.

Many job seekers self-identify as a RSM upon their registration for services with DWS. These veterans are provided services primarily by the Connection Team members in each Employment Center; however, if that veteran is also discovered to be long-term unemployed, then that veteran can be referred to the local DVOP specialist.

For the past year, DWS has made available to the DVOP specialists, on a monthly basis, a list of all veterans receiving unemployment benefits from the Unemployment Insurance Division of DWS on a monthly basis. This allows the DVOP specialists the opportunity to offer their services. This effort is partly responsible for the drop in the number of veterans receiving unemployment benefits from 1,553 in June 2013 to 936 in June 2014 and a drop in the veteran unemployment rate of 7.2% in 2012 to a 4.7% in 2013.

4. Recently Incarcerated Veterans

DWS defines a Recently Incarcerated Veteran as a veteran who is or has been subjected to any stage of the criminal justice process or requires assistance in overcoming artificial barriers to employment resulting

from a record of arrest or conviction and who has been released from incarceration with the past 12 months. A Recently Incarcerated Veteran is considered to have a SBE and, if they are in need of intensive services are eligible to be served by the DVOP specialists.

DWS has been participating in a Veteran Justice Outreach (VJO) Program administered by the VA's Homeless Prevention Program. VJO is an outreach program between the VA and federal or state courts to assist veterans, before the court, avoid court-ordered jail sentences, fines, fees, etc. if the veteran agrees to participate with a VA's provided Licensed Clinical Social Worker. Often the issue of employment comes up between the veteran and the social worker.

When this happens, one DVOP specialist has been assigned to work with the veteran to address their employment issues. An employment plan is negotiated. The DVOP specialist then attends court sessions, with the social worker, to report on the progress, or lack thereof, that the veteran has made towards their agreements. This partnership began two years ago and has been successful. While there is not a direct correlation between the work on VJO and working with Recently Incarcerated Veterans statewide, DWS will use the successful work with VJO as a model of how local DVOP specialists can provide services.

5. Lacking a High School Diploma or Equivalent Certificate



This SBE is determined based on the eligible veteran's or eligible other's self-declaration that they do not have a high school diploma or an equivalent certificate. This is a SBE that will not be encountered much with many of today's recently separated members; unfortunately, this is more common among older veterans.

This is a harder population of veterans to conduct outreach activities with. It is up to the veteran to self-identify as having this SBE in their

interactions with DWS staff. However, one of our partners in providing services to veterans, the Utah Department of Veterans and Military Affairs (VMA) and DWS have made great improvements in identifying the veterans and their demographic data in Utah. Using this information, the DVOP specialists will be able to conduct outreach activities targeted specifically to veterans with this SBE.

6. Low-Income

This SBE is defined as an individual who received income, or is a member of a family that received a total family income for the previous six-month period prior to the application for services, that in relation to family size does not exceed the higher of the poverty line for an equivalent period, or 70% of the lower living standard income level for an equivalent period. Upon initial contact with the Employment Center, the job seeker will be given the opportunity to self-identify as having this SBE.

The Connection Team will use an income chart with family size delineations to assist with this self-identification. Additionally, DVOP specialists will be able to conduct outreach activities to individuals who receive services from other DWS programs like unemployment insurance benefits, food stamps (now known as the Supplemental Nutrition Assistance Program), Medicaid, or financial assistance and who could potentially be eligible for their services as having low income.

7. Veterans Age 18–24

Veterans age 18–24 are not considered to have a SBE but they have been identified by the Secretary of Labor as a priority group to receive intensive services from the DVOP specialists. This guidance was provided in VPL 04-14, Change 1 dated April 10, 2014.

This population has been identified nationally as a target group due to the large number of veterans in this age category who are unemployed. In Utah this age group actually has a lower unemployment rate than their older counterparts — for the

time period of July 2010 through June 2013 veteran claimants who were in their 20's had an unemployment rate of 10.5% compared to 17.9% in veteran claimants in their 30's, 18.6% in their 40%, and 22.9% in their 50's for the same time period). Regardless, these veterans are easy to identify. Additionally, any veteran in this age category receiving unemployment benefits is identified in a monthly list given to the DVOP specialists to conduct outreach activities. By consistently conducting outreach activities to these veterans, DWS expects to further drop the unemployment rate even lower.

All veterans that are case managed by the DVOP specialists and the other DWS staff are provided with follow-up, or job retention, services after a job placement. Veterans are encouraged to communicate with DWS staff if any issues arise with retaining their new jobs. The intent of these services, in partnership with services provided by our



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community based partners including mental health counseling by the VA and local groups, is to lead to stronger retention rates.

DWS uses their job matching system, called UWORKS, to monitor clients, the services that they receive, and outcomes. The management of each region will run searches for target veterans and compile the results as a part of the quarterly manager's reports.

Utah has several Native American reservations within its borders. Two of the tribes that have a large number of members that live on the reservations. The Navajo Nation lies on the border between Utah and Arizona. Most of the services available to Navajo tribal members are on the south side of the reservation in Arizona. Some Navajo's do seek services from the Blanding and Moab Employment Centers. DWS has a DVOP specialist stationed in the Moab Employment Center. These two centers have an excellent relationship with the Navajo Nation and make an extra effort to provide services to Navajo veterans.

The Ute tribe, located in Fort Duchesne, Utah, is the second large Native American tribe in Utah. Their reservation is in the center of the area of Utah that is experiencing an economic boom in the energy industries. The unemployment rate is one of lowest in the nation. Tribal members use both the Roosevelt and Vernal Employment Centers for services. DWS has a DVOP specialist stationed in the Vernal Employment Center that provides intensive services to the veteran members of the Ute Tribe.

PLANNED DEPLOYMENT OF GRANT FUNDED STAFF

Eleven full-time and six part-time DVOP specialists are assigned to provide services at 32 Employment Centers throughout the state. Intensive, outreach, and employment exchange services will be provided. The LVER position provides statewide services to employers and coordinates their work with the DWS Workforce Development Specialists throughout the state. The DVOP specialists are assigned to the various

Existing DWS employees can be laterally transferred to fill a DVOP specialist or LVER vacancy thereby significantly reducing the time the position remains vacant.



The primary duty of the DVOP specialist is to provide intensive services to eligible veterans and spouses who have a significant barrier to employment or who are a member of a priority group eligible for services.

employment centers across Utah depending on the number of veterans seeking work and the economic conditions in each area of the state. The one LVER is assigned to the DWS Administrative office where he can coordinate with all the Workforce Development Specialists, service providers and employers. The rest of the DWS employees that provide case management services are assigned based upon the changing need of our job seekers.

The DWS strategy to ensure that position turnover savings are kept to a minimum is to consider qualified veterans for all vacant positions within DWS. This allows DWS to have a 'reserve' of potential candidates for DVOP specialists and LVER vacancies as they occur. Often existing DWS employees can be laterally transferred to fill a DVOP specialist or LVER vacancy thereby significantly reducing the time the position remains vacant. If we can't find an appropriate candidate within DWS we will make every effort to list a job announcement, screen, interview, and select a new LVER or DVOP as quickly as possible.

The high vacancy rate experienced over the past couple of years leads DWS to expect to use this strategy to liquidate all the awarded funding. DWS assumes the risk for any costs it may incur if this position's expenditures exceed the allocated funding.

DVOP SPECIALISTS

The primary duty of the DVOP specialist is to provide intensive services to those eligible veterans and eligible spouses who have a significant barrier to employment or are a member of a priority group identified by the Secretary as eligible for services (as outlined in the section above). The provision of intensive services includes the provision of any of the following services:

- Comprehensive and specialized assessments of the skill levels and service needs
- The development, implementation, and monitoring of an individualized Employment Plan that describes negotiated actions to achieve the veteran's employment goal
- Individual or group counseling or career planning
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training

The provision of intensive services takes place using the case management approach as taught by the National Veterans' Training

Institute (NVTI). This, at a minimum, requires the completion of an assessment and the development of an individual employment plan.

Additionally, the DVOP specialists conduct outreach activities to identify potential eligible veterans and eligible spouses who may be in need of intensive services to obtain, or retain, employment. Outreach activities include encouragement of potentially eligible job seekers to register or apply, as appropriate, for services. Outreach services are provided on-site on a scheduled basis, as noted earlier in this plan, or at events within the local communities for the purposes of locating veterans with SBEs. DVOP specialists will use existing DWS databases (of veterans being served by DWS for other purposes) to identify opportunities to offer their services to those who appear to have SBEs. This is referred to as Proactive Service Offers.

Every Employment Center has staff assigned to DWS Connection Teams to provide employment exchange services to all job seekers that walk into the center. The Connection Teams are trained to assist veteran job seekers in the provision of employment exchange or core services and to identify those job seekers who require intensive services and appear to be an eligible veteran or eligible spouse that has a SBE outlined in Section B above. When these situations are identified, a Connection Team member completes a referral to the local DVOP specialist. DWS uses a comprehensive approach to provide services to veterans. If a veteran has an identified significant barrier to employment the employment center staff provides core services and whatever supportive services that are available, then the veteran is assigned to the DVOP for intensive services that lead to employment.

Those job seekers who require intensive services, but either do not meet the definitions of an eligible veteran or eligible spouse or do not have a SBE as outlined in Section B above, they are referred to other DWS employees trained in the provision of intensive and training services.

LVER STAFF

DWS utilizes one full-time position as a LVER to meet the requirements of Title 38, Section 4104 of the U.S. Code. DWS is able to meet these requirements with only one LVER as the agency leverages the services of other DWS employees and the Workforce Development Specialists (WDS), combined with the services of the LVER.

The LVER has the following duties:

- Serves as the point of contact for employers with questions about hiring veterans
- Collaborates and trains the WDS in the processes, incentives and coordination of services to employers hiring veterans

Connection Teams
are trained to assist
veteran job seekers
in the provision
of employment
exchange or core
services



- Assists in the development and implementation of the DWS marketing strategy for Veteran Employment Services
- Assists in the development and publication of policies and materials that can be used by the Economic Services Areas (geographical operational areas organized around economic drivers for that area — DWS has nine Economic Service Areas) to promote the hiring and retention of veterans
- Coordinates DWS efforts for all statewide, and assists with all local, job/career fairs that target veteran job seekers

The LVER will be centrally located at the DWS Administration Building in Salt Lake City and will be supervised by the DWS Chief of Veteran Services. The LVER will coordinate their activities and work closely with the Economic Service Area's assigned WDS.

Within DWS, the WDS's serve as the main points of contact between employers and DWS services. The LVER joins the WDS's during their quarterly coordination meetings to ensure that hiring of veteran job seekers is promoted, that employers interested in hiring veterans are served, and that the WDS's are trained in how to assist the employers they work with in hiring veterans.



The LVER will use a wide range of activities to develop relationships with employers and job openings. In concert with the WDS the LVER will contact employers in person, using the telephone, mail and electronic media. He/

she will also attend trade association meetings, employer conferences, job and information fairs where employers are available. The expected outcomes are to develop job openings for veterans, make employers aware of the advantages in hiring veterans, and develop relationships with employers that will benefit veterans in the future.

PROGRAM INTEGRATION AND LEVERAGING RESOURCES

In 1996 the Utah State Legislature passed House Bill (HB) 375 from which DWS was created. The purpose of this Act was to combine agencies that had similar programs and services in an effort to avoid duplication of services and better provide customer service. Five agencies — Office of Family Support, Department of Employment Security, Office of Job Training, Office of Child Care, and Turning Point — now make up DWS. Presently, each Employment Center is structured using the One-Stop Delivery System concept as outlined in the Workforce Investment Act (WIA).

The primary goal of DWS is to become the job connecting point for employers and applicants. Our secondary goal is to identify appropriate supportive services for customers, such as training, food stamps, and child care that will enable them to be successful in their endeavors to become self-sufficient.

One emphasis within DWS is Veteran Employment Services. This consists of the provision of priority of services by all staff, the Jobs for Veterans State Grant, the Accelerated Credentialing to Employment program, the Utah Patriot Partnership Program, and the collaboration and coordination with Utah military installations, military and veteran service providers, and other interested partners. DWS maintains and funds with non-grant resources the full-time positions of Chief of Veteran Services and State Program Specialist for Veterans Employment Services.

The provision of priority of services will be outlined in the **Priority of Service** section.

The implementation, delivery, and administration of the Jobs for Veterans State Grant are outlined in this plan.

The Accelerated Credentialing to Employment (ACE) program was designed to provide assistance and services to veterans and spouses who are not eligible for DVOP specialist or LVER services. Their primary focus has been working with members of the Utah National Guard and Reserve units. ACE is a state-funded program and consists of four full-time ACE Specialists.

The Accelerated Credentialing to Employment (ACE) program was designed to provide assistance and services to veterans and spouses who are not eligible for DVOP specialist or LVER services.



The ACE program also keeps track of jobs in demand to ensure that veterans are trained in occupations that will lead to employment.

The ACE specialists split their time between conducting outreach activities, primarily attending National Guard and/or Reserve unit weekend drills, leadership meetings, and post-deployment activities. They also provide case management services for ACE participants to obtain needed credentials that would assist the participant in obtaining employment. ACE began in July 2012.

The ACE specialists and DVOP specialists must coordinate their services continuously as often the job seeker must be referred to the other specialist for services and to ensure a seamless transition for the veteran job seeker between specialists.

In April 2011 DWS launched the Utah Patriot Partnership (UPP) Program. The intent behind UPP



was to recognize employers who were willing to pledge that they would hire qualified veterans when faced with a choice between a qualified veteran and a qualified non-veteran applicant. Since then over 1000 employers have “made the pledge and joined UPP.” They were provided a signed certificate from the Governor (suitable for framing), a window decal indicating their participation at their place of business, and easy identification within the UWORKS system by job seekers.

The LVER ensures the promotion of UPP on a statewide level and distributes the UPP packets to the local Workforce Development Specialists. The Workforce Development Specialist, in most cases, makes a personal visit to the employer’s location to deliver the UPP packet and review their hiring expectations and strategies for hiring veterans.

DWS maintains relationships with the VA and the VMA to ensure each veteran receives up-to-date information about the services available through those resources. In 2011 these agencies, in collaboration with the Employer Support of the Guard and Reserve, several local chambers of commerce, and other interested partners formed the Utah Employment Coalition for Veterans, Military Service Members, and their Families.

This Coalition became the local contact for the U.S. Chamber of Commerce’s Hiring Our Heroes Job Fairs. Five of these events were held during 2013. Additionally, the Coalition conducted veteran resource and benefit fairs throughout the state. DWS supported all of these events through promotional efforts, assistance with administration and planning, often staffing a booth about Veteran Employment Services, and development of year-to-year strategies.

Veteran Employment Services is a diverse set of services delivered through DWS with the intent of assisting our veteran job seekers in obtaining and retaining employment.



The question, *"Have you or a spouse ever served in the U.S. military?"* is asked of every job seeker upon initial contact.

Veteran Employment Services is a diverse set of services delivered through DWS with the intent of assisting our veteran job seekers in obtaining and retaining employment. Because the DVOP specialists and LVER staff responsibilities are key components in the delivery of Veteran Employment Services, it has been vital to successfully integrate their services within the overall scope of DWS's efforts.

A DVOP specialist is viewed as a valuable member of the team within the employment center where they work. The DVOP specialist is just one of the many resources that are available to provide a holistic array of services to assist veterans to become employed. Veterans are assessed at the initial point of contact in each employment center where there is no wrong door for the veterans. Whatever service the veteran's needs are provided; then if intensive services are needed a DVOP specialist is assigned to the case.

The DWS leadership team, along with the Workforce Development Specialists, is involved with the Utah Governor's Office of Economic Development, the Chambers of Commerce and other employer groups. Through these groups and the DWS Workforce Research and Analysis Division, DWS keeps abreast of new employers and expanding industries in Utah.

The ACE program also keeps track of jobs in demand to ensure that veterans are trained in occupations that will lead to employment. This process leads to job-driven training and outreach to employers that are needing new technology driven skills and workers willing to learn these new skills, such as veterans. UWORKS, the DWS job matching system, provides guidance available to veterans, employment center staff and DVOP's to find the best jobs for veterans. DWS has a large number of publications and information for veterans that describe the services available to assist them with employment.

Native Americans within Utah have access to DWS services through local employment centers and online services at <http://jobs.utah.gov>. DVOP Specialists are located in the employment centers nearest to Native America reservations and have developed relationships within tribal leadership to ensure tribal member veterans are provided intensive services.

PRIORITY OF SERVICE

To ensure the provision of priority of service as required by the Jobs for Veterans Act, all Employment Center employees are trained to screen and identify potential covered persons. The question, "Have you or a spouse ever served in the

U.S. military?" is asked of every job seeker upon initial contact with that job seeker. If the job seeker responds in the affirmative, the job seeker is given DWS Publication #07-107 which provides an overview of the services that they receive priority for and a description of the application for those services.

Employment Center employees provide priority of service to that job seeker as follows:

- Ensure that the job seeker's registration for services reflects their status as a covered person
- If the service the job seeker is seeking from DWS has limited or restricted access, the job seeker is placed at the top of a waiting list for that service; if there is no waiting list for that service, a waiting list is created with the job seeker at the top of the list
- If the service the job seeker is seeking from DWS is not limited or restricted, the Employment Center employee provides the services or refers the job seekers to the appropriate internal or external pathway for that service
- The DWS job matching system automatically places all qualified covered persons at the top of an employer's applicant list upon completion of a job match request. This means that the covered person receives referrals to open job announcements over non-covered persons.

Recognizing the need for additional methods of identifying potential covered persons for priority of service, DWS requires all Employment Center staff to wear a magnetic badge on their clothing asking the question "Have you or a spouse ever served in the U.S. military?", the availability and distribution of Publication 07-107 in the Job Connection Areas of every Employment Center, the question, "Have you or a spouse ever served in the U.S. military?" is displayed as part of a looping presentation on a television in the Job Connection Areas of all Employment Centers, and small desktop posters are displayed at every intake

counter in the Employment Centers. This allows job seekers multiple opportunities to self-identify their covered person status or to share the information about priority of service to family members, friends, or neighbors.

DWS monitors the provision of priority of service to covered persons through the use of "mystery shopper" job seekers and the observation of State Program Specialists as they visit the Employment Centers. "Mystery shopper" job seekers are deployed by DWS to monitor many services provided at initial points of contact with job seekers. The idea is to send someone unknown to the Employment Center staff to inquire after services and observe whether the required actions are taken by the staff member. While State Program Specialists are identified as such in their visits in the Employment Centers, they make the same observations a "mystery shopper" job seeker would and report their observations to the Chief of Veteran Services.

DWS uses a no wrong door approach, as noted above, that includes services available in the community that targeted veterans can use to enhance their job search.

Native American job seekers within Utah have access to DWS services through local employment centers and online services offered at <http://jobs.utah.gov>. DVOP Specialists are assigned to each of the employment centers nearest to Native America reservations and have developed relationships within tribal leadership to ensure tribal member veterans are provided intensive services, as well as priority of service.

PERFORMANCE INCENTIVE AWARDS

DWS uses a monetary and non-monetary Incentive Awards program to recognize employees that provide exceptional services to veterans. As in years past, DWS will use one percent of the Jobs for Veterans State Grant funding or \$11,000.00 for Veterans Performance Incentive Awards.

The main objective of the program is to encourage our employees to be more attuned to the needs of our veterans and to motivate them to provide

each veteran with outstanding service. A second and equally important goal is to ensure that there is improvement to the overall system of providing services to veterans within DWS.

The Department has three unique levels of Veterans Performance Incentive Awards that are funded independently of other incentive programs within the department. These veterans' program specific awards are the Service to Veterans Award, the Eagle Award, and the Stars and Stripes Award for Service to Veterans.

SERVICE TO VETERANS AWARD

The Service to Veterans Award is given by the Economic Service Areas (ESA). Any DWS employees who are nominated for providing direct services to veterans are submitted by the Employment Centers to the ESA. Each ESA will have an allotment of Service to Veterans Awards to award during the performance year. The Service to Veterans Award is a \$125 cash award.

The criteria for the Service to Veterans Award are:

Outstanding Service: Nominations will give specific, written examples of how the nominee provided outstanding services to a veteran or veterans:

- In the performance of their regular job duties. Examples would include:
 - ♦ Searches to match a veteran to jobs in UWORKS
 - ♦ Contacting employers on behalf of veterans
 - ♦ Providing training services to veterans
 - ♦ Increasing the amount of intensive services provided to veterans
 - ♦ Other services to veterans not listed above
- OR
- Performing duties other than their regular job duties. Examples include:
 - ♦ Going the extra mile to improve the employability of a veteran

- ♦ Other "going-the-extra-mile" services to veterans.

Improving Services to Veterans: Nominations will provide written examples of how the nominee ensured that there is improvement to the overall system or providing services to veterans. Examples include:

- Improvement of pathways within the Employment Center or Economic Service Area for providing services to veterans
- Improved percentage of intensive services delivered to eligible veterans or eligible spouses
- Ensuring that eligible veterans and eligible spouses with significant barriers to employment are served by the DVOP specialist
- Other services not listed above that improve the overall system of services to veterans

Each ESA will submit their Service to Veterans Award recipient information to the State Program Specialist for Veteran Employment Services for submission to DWS Finance. This State Program Specialist will monitor the awards program on a quarterly basis to ensure the awards are being used and to ensure that the recipients meet the criteria for the Service to Veterans Award. NOTE: Any given person may receive more than one Service to Veterans Award during the year.

Total costs for this award is \$7,250 based on 58 cash awards at \$125 each.

THE EAGLE AWARD

An Eagle Award is given annually by each of the five ESA Directors for excellence in service to veteran customers. All DWS employees who give direct services to veterans are eligible for this award; however, to be considered for this award the candidate must have received at least one Service to Veterans Award during the current performance year. The Economic Service Area Directors will identify their Eagle Award recipient and submit their

information to the State Program Specialist for Veteran Employment Services by August 15th of each year. The Eagle Award is a \$500 cash award accompanied by a framed certificate. This award is presented at the annual Veterans Training Conference.

The estimated total costs for the Eagle Award is \$2,550 based on \$500 for five cash awards and \$150 for framed certificates.

STARS AND STRIPES AWARD FOR SERVICES TO VETERANS

The Stars and Stripes Award for Services to Veterans is a single award presented by the Executive Director at the annual Veterans Training Conference. This award is a department-wide award and is presented to the most deserving of the Eagle Award recipients as determined by an awards committee, which is comprised of the Director of the Workforce Development Division, the Chief of Veteran Services, the State Program Specialist for Veteran Employment Services, and the Director of Veterans' Employment and Training Service in Utah.

The decision is made primarily from the information provided in the narrative write-up for the Eagle Award. The Stars and Stripes Award is a \$750 cash award and an accompanying U.S. Flag, encased in a glass flag case and engraved to highlight the achievement of the recipient. Annual expenses will total \$1,100 based on a \$750 (cash award) and \$350 (U.S. flag, glass flag case, and engraving).

The total estimated expense for Veteran Performance Incentives is \$11,000.00 as reflected in VPL 05-14, Attachment 1. An annual report of all Service to Veterans Award, Eagle Award, and the Stars and Stripes Award for Services to Veterans recipients will be submitted with the fourth quarter technical performance report.

NARRATIVE BUDGET INFORMATION

Actual costs are assigned to a particular program category. DWS uses separate time-accounting codes for each program according to the Cost Allocation Plan, including separate time codes for DVOP, LVER, and Incentive Awards. This plan calls for six half-time DVOP specialists that provide services to veterans at 50 percent of their time. Each DVOP specialist has a prescribed number of hours each week to exclusively serve veterans. However, in keeping with the requirement for all staff to provide priority of service to veterans, if a veteran is in need of intensive services, the half-time DVOP specialists have the latitude to spend additional time with the veteran. Most half-time DVOP specialists spend more than 50 percent of their time working with veterans. The manager of each half-time DVOP monitors their time to ensure time charges are correct as required by the grant. The one full-time LVER works exclusively in activities as specified in USC Title 38 for veterans.

